

ARTS INGENUITY

A Strategic Plan for the
New Hampshire State
Council on the Arts

2014-2018

in•ge•nu•i•ty

the quality of being inventive or resourceful;
skillfulness of conception or design

Adopted July 29, 2013

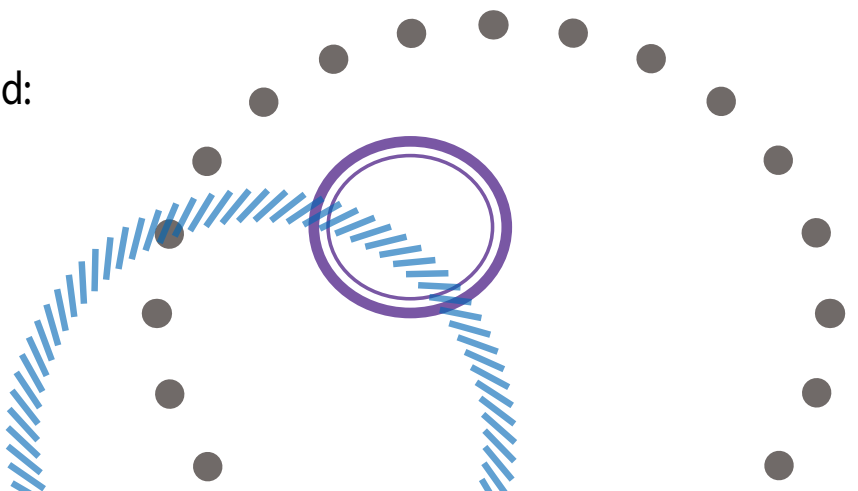
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BLUE ASTER / RED PINE

by Walter Butts (1944-2013)
former NH Poet Laureate

Here is where the dog becomes unleashed,
I hold the blue flower,
and bees circle
the robin's egg air.
One dog barks,
another answers.
We've come to listen.
A determined stand
of red pine
funnels light toward an unseen road.
Here's the natural world,
and our natural imposition.
Earlier, chickadees at the feeder,
we spoke quietly about summer's end:
weather and travel,
construction and comfort,
children and wives,
the heart's uncertain storm.
But there's work to be done,
and love.



the GRANITE STATE

Ingenuity, which is a first cousin to creativity, has enabled people in New Hampshire to survive challenges, and to prosper both economically and artistically. The arts have played a major role in elevating New Hampshire's quality of life since early colonial times. Traditional craftsmen handcrafted the buildings that are now treasured emblems of our heritage. The fine crafts movement that led to the creation of guilds, including the League of New Hampshire Craftsmen, the oldest crafts organization in the country, still have value in people's lives and our economy. The lure of the White Mountains and their influence on generations of painters and poets is as iconic to the state as ever, and the role of arts in developing the creativity of our youth is more important than ever.

Recognizing the essential role government can play in ensuring that the arts play a sustained role in the welfare and education of people in the Granite State, in 1965 the New Hampshire legislature created the New Hampshire State Council on the Arts. Since then, a partnership with the National Endowment for the Arts has enabled the State Arts Council to provide a wide range of services, competitive grants, and technical assistance to nonprofit organizations, schools, towns, municipalities, health care facilities, and to individual artists. This investment, in turn, helps to fuel the creative sector of our economy, nurtures new generations of creative problem solvers, ensures that the arts are accessible to all New Hampshire citizens regardless of health, income, geography or background, and helps to preserve our heritage-based and traditional arts.

As we mapped out a strategic plan for 2014 to 2018, we were mindful of the legacy that the arts has bestowed on our state. Though the economy is strengthening every day, our agency, the many nonprofit arts organizations that we serve and artists are still facing many challenges. Our goal in creating this new strategic plan is to guide the allocation of our limited human and financial resources in the most effective and productive ways over the next five years. Recognizing the value of a positive outlook, we first created a framework of optimism and then asked frank and honest questions about the role public investment has in supporting and nurturing the arts. In response to the many generous voices we heard from, we've crafted a plan that affirms the value of our grants, programs and services and sets some new directions for the future. It reflects ingenuity of the best kind; built through collective discussion, reasoning, and aspiration. -Lynn Martin Graton, Acting Director



summary of our PLANNING PROCESS

In the fall of 2012, the New Hampshire State Council on the Arts embarked upon a comprehensive strategic planning process, expertly facilitated by Maren Brown, of Maren Brown Associates.

The research phase began with a review of the information we gather on an ongoing basis; grantee final reports and evaluations from special programming. We also reviewed special research reports that we have contracted with professional researchers to conduct on our behalf, covering areas such as arts education and arts in the economy. In accordance with standard planning practices, we launched the new phase of our planning process with a full Councilor-staff retreat, where we reflected on our accomplishments, discussed our current environment, engaged in a “Strengths, Weaknesses, Opportunities, and Threats” (SWOT) exercise and assessed our staff capacity and financial challenges.

The research phase of our planning process included two online surveys, eight focus group meetings, eleven one-to-one telephone interviews, and a public forum, as well as in-depth discussions with Councilors and staff. We asked question after question, using a range of techniques allowing for both broad input and quiet conversation. Some questions were typical to an arts planning process: “What can we do to help arts organizations? To help artists?” But we also asked harder questions: “What is a state agency in a unique position to accomplish? What can the arts do to help mitigate the exponentially rising costs on the state budget and alleviate burdens being placed on other branches of public service?”

The process brought about a renewed understanding of the pivotal role that arts and culture play in supporting healthy and innovative communities in New Hampshire and a deeper understanding of the important role that the State Arts Council has in connecting communities through the arts and investing in them. This plan reflects the thoughtful engagement of our many stakeholders and provides clear direction for the work ahead of us.

Review of Operational Feedback . . .

The State Arts Council collects a wide range of information on an ongoing basis and this was carefully reviewed for feedback on how to best serve constituents. Final reports for grant categories including Operating grants, Cultural Facility grants, Cultural Conservation “Moose Plate” grants, Project grants, Artist Residencies in Schools, Youth Arts Project grants, Traditional Arts Apprenticeship grants, Artist Entrepreneurial grants, and Artist Fellowships were all factored into the research. Additionally, evaluations from special programs and events such as the annual arts education conference, Poetry Out Loud, Artist Entrepreneurial Workshops, and site visits were considered.



Review of Contracted Studies . . .

Through contracted studies the State Arts Council has been actively collecting data, and the reports from this work were invaluable in helping to shape our new plan. They included: New Hampshire's participation in the 2010 Education Leadership Institute (ELI); Measuring Up: The Arts Education Data Survey (2010) and New Hampshire's statewide participation in Americans for the Arts - Arts in Economic Prosperity IV (2011).

Councilor, Department & Staff Input . . .

The planning process was launched September of 2012 with a full day retreat with Councilors and staff, facilitated by Maren Brown Associates. After conclusion of the public input phase of the research, in-depth sessions were held with staff and facilitated by Brown in order to distill findings and shape the plan. As the State Arts Council is a division of the Department of Cultural Resources, Brown also interviewed the Commissioner to assure that the plan was in alignment with department priorities. A subcommittee of Councilors reviewed the research, provided input, and reviewed drafts of the plan as it developed. The plan was approved by the full Council at their July 29, 2013 council business meeting.

2010 Participant in Poetry Out Loud



Students participating in Cluster Sculpture's Youth Arts Project



Online Surveys . . .

The State Arts Council canvassed the views of primary constituent groups through two customized online surveys administered by Maren Brown Associates in January and February of 2013. The first survey was tailored to the interests and needs of arts organizations and schools; the second to individual artists. The overall response rate to the surveys was 23%, with a 100% completion rate. [Click here](#) for Survey Research Report.

In an effort to learn more about the interests of health care providers and artists working in health care settings, we conducted a separate online survey in May, 2013. The results were analyzed and distilled into an Arts & Health Care survey report, by the Arts Education Partnership. The findings helped to shape the content of 2013 Arts & Health Care Conference, a 2-day event orchestrated in partnership with Concord Hospital.

In-depth Interviews . . .

In order to gather information from individuals with unique regional and national perspectives on New Hampshire's cultural life and the State Arts Council's role in it, eleven telephone interviews were conducted by Maren Brown from December, 2012 to January, 2013. Individuals were identified based on their expertise in a wide range of areas. They were invited to comment on trends and needs they are seeing in their respective fields, how the arts contribute to healthy, prosperous, and vibrant communities and specifically, how the New Hampshire State Arts Council might play a role in enriching the economy and quality of life in NH through the arts. [Click here](#) for Interview Research Report.

Focus Groups & Forum ...

In order to gather feedback through substantive discussion, eight focus group meetings were held between February and April, 2013. As the meetings were topical and not geographic, and the state is relatively small, they were all held in central New Hampshire (Concord); a total of 87 individuals participated.

The meetings were arranged around a wide range of topics that allowed us to hear from groups that are currently served by the State Arts Council and those who represented areas where the State Arts Council has less familiarity. The meetings helped us review our current grants, programs and services; helped us to investigate how the arts can help to assist with other areas of public responsibility; and surfaced innovative strategies to ensure that high-quality arts experiences are available to all New Hampshire citizens.

The State Arts Council made a special effort to connect with groups that have historically been considered “underserved,” such as individuals who have limited access to the arts due to geographic isolation, health issues, economic disadvantage, social disconnects, or perceptions of isolation. The focus groups that centered on meeting the needs of active duty military and National Guard, veterans and their families; the challenges faced by organizations preserving and presenting heritage and traditional arts; the particular challenges of working with youth with substance abuse problems; and meeting the needs of youth with mental and physical disabilities were particularly helpful. Our interviews with representatives of organizations who serve these citizens helped us to better understand the needs of these constituents and strategize how our programs and services could potentially and effectively meet these needs.

In addition to the focus group meetings, a half-day statewide forum entitled, “Creative Solutions: A Look at the Economic Impact of New Hampshire’s Cultural Nonprofits,” highlighted recent research collected through NH’s statewide participation in Americans for the Arts’ Arts & Economic Prosperity IV survey. The forum drew over 60 arts leaders from around the state. It provided an opportunity for the arts community in New Hampshire to connect on common issues of interest. It also provided an opportunity for the State Arts Council to collect information from participants about challenges communities around the state are facing, and how the arts—and specifically the New Hampshire State Council on the Arts—could help address them.

Focus groups were facilitated and analyzed by Maren Brown. [Click here](#) for Focus Group and Forum Research Report.



What we learned

Through the research, we confirmed that many of the grants, programs and services the agency offers are valued by our constituents and by the public at large. We also learned that we need to increase efforts to strengthen our arts infrastructure with funding and professional development. We know that organizations and artists would like a more streamlined grant application process and we will do what we can to implement this, while still meeting requirements set by the State of New Hampshire and our federal partner, the National Endowment for the Arts, in the expenditure of public funds.

We learned that we need to be a stronger voice for the value the arts bring to the economy and quality of life in our state, and that we need to be more ingenious about getting the word out. Technology and social media offer unique opportunities to have a broader reach. We learned that many look to the state arts agency for convening people from diverse sectors in order to explore ways that the arts can solve social and economic challenges.



We heard that we need to take a proactive role in advancing education policies that include the arts as core to a well-rounded education, that teachers are challenged with curriculum directives and reporting obligations, leaving less time and imagination for integrating the arts into the school day. Educators and teaching artists reported that the State Arts Council is in a unique position to advance integration of the “arts” into the growing popularity of the “Science, Technology, Engineering and Math” (STEM) curriculum, turning it into **STEAM**. We learned that the arts can help a young person struggling with life choices and provide them a way out of a downward spiral of poor decision making and into a place where decisions result in beauty and hope. We need to explore pilot partnerships that bring substance abuse providers together with arts providers.

We confirmed our belief that arts experiences and engagement can help to create environments conducive to healing and bring a sense of humanity and grace to people in hospitals, rehabilitation centers and nursing homes. The State Arts Council’s work in this regard is highly valued and helping to pioneer new directions in health care in the state. We need to build upon this foundation and grow it.

Communities value their heritage and see the preservation of the skills and knowledge held by artists engaged in traditional arts as vital to cultural identity. They value the State Arts Council’s leadership in researching, documenting, preserving, and promoting traditional arts and see this as vital to securing the state’s cultural identity and diversity.

We thank everyone who took the time to engage in this planning process. We are ready to meet the challenges ahead and turn every precious public dollar to good use; making sure that engagement in the arts is available to everyone at every age; that the arts are viewed as essential to the character of our state and the state has an essential role in nurturing and investing in them.

the plan ARTS INGENUITY

Our Mission Emerges from our Authorizing Legislation [RSA 19-A](#)

The New Hampshire State Council on the Arts strives to ensure that every citizen and community in New Hampshire enjoys the cultural, civic, economic, and educational benefits of the arts.

Our Shared Vision . . .

The New Hampshire State Council on the Arts recognizes that creative expression and participation in the arts nurtures creativity and both are essential to the human spirit. It is with creativity and ingenuity that our towns, cities, and state can meet the social and economic challenges ahead of us. As stewards of public investment in the arts, the State Arts Council seeks to play an important role in nurturing creativity, building more vibrant communities, and strengthening New Hampshire's economy. We recognize there are many ways to express beauty and that artistic expression has roots in many cultures. Therefore, our vision ensures that the benefits of experiencing the arts are available to people of all backgrounds and in all regions of the state.

Our Values & Beliefs . . .

As we envision the future of our state and implement our strategic plan we have affirmed our shared beliefs that in New Hampshire:

- Public support for the arts is an essential investment in the state's quality of life, economy, and future.
- Public funding leverages private support for the arts, and both are essential to sustaining the infrastructure of nonprofit arts organizations in New Hampshire.
- All New Hampshire residents should have access to the arts regardless of age, income, ethnicity, ability, geography, or any other potential barrier.
- Experience with and participation in the arts are both basic to a complete education.
- The arts are critical to healthy individuals and communities.
- Cultural diversity and a range of cultural expressions enrich a community.
- Heritage-based traditional arts are important to community pride and identity, and support for tradition bearers helps to assure that the state's cultural heritage will be preserved and available for future generations.
- Student, amateur, and professional artists all contribute to the state's artistic vitality.



Apple Hill Center for Chamber Music

Youth Arts Camp at the Currier Museum of Art



Restoration of stained glass windows at the Derry Public Library



Our Guiding Principles . . .

In providing services to the state of New Hampshire, we will strive to:

- Strengthen arts organizations and artists in order to build more vibrant communities.
- Serve citizens from all backgrounds and communities from all regions of the state in order to provide broad access to the arts.
- Demonstrate the important contribution the arts make to the social and economic well-being of the state.
- Respond to changing economic, cultural, and demographic conditions of the state to create a culture of inclusion in the arts.
- Cultivate and encourage partnerships that advance the State Arts Council's goals.
- Encourage the pursuit of a wide range of artistic disciplines.
- Exercise due diligence in the awarding of public funds, including:
 - o Conduct competitive grant reviews through a peer review process, using criteria that fosters excellence in arts administration, project management, and artistic content.
 - o Ensure that all applicants are treated equitably and consistently.
 - o Have safeguards in place to eliminate conflicts of interest from the panel review process.
 - o Monitor grantees to ensure that funds are generating the public benefits outlined in proposals and are leveraging private investment.
- Employ qualified staff and invest in their continuing professional development.
- Seek continuous improvement in the areas of planning, assessment, and evaluation.

GOAL 1

STRENGTHEN THE ARTS

Strengthen New Hampshire arts organizations and artists to drive economic growth and enhance the quality of life in communities.

Objective 1. Invest in New Hampshire's arts infrastructure by funding nonprofit arts organizations and artists.

Strategies

- a. Create public value and secure the vitality of nonprofit arts organizations by funding exemplary cultural organizations for a portion of their general operating expenses.
- b. Help enliven communities by funding arts project grants that provide a wide range of arts engagement opportunities for people of all ages.
- c. Strive for consistency and objectivity across grant review panels to assure applicants of a fair, impartial, and transparent review process.
- d. Identify pilot initiatives that meet emerging needs and drive innovation in the arts, including the support of public art, creative economy and downtown revitalization, and arts in health care.

Objective 2. Build stronger connections within New Hampshire's arts community by convening and supporting local, state and regional networks, especially in areas where there is limited infrastructure.

Strategies

- a. Connect arts organizations with agencies of state government, encouraging them to expand their vision and their ability to address a wider range of social and community challenges through the arts.
- b. Facilitate the evolving work of the New Hampshire Creative Communities Network (NHCCN) in order to build strong connections with nonprofit arts organizations, for-profit creative businesses, artists, policy makers, regional and city planners, historic preservationists, and others.
- c. Collaborate with the Commissioner of Cultural Resources' office to explore instituting a regular conference/gathering for the statewide sharing of information/best practices in creative economy work, modeled on the regional New England Foundation for the Arts Creative Communities Exchange.
- d. Partner with the New Hampshire Department of Education to support the New Hampshire Arts Learning Network and their efforts to share ideas and best practices amongst arts learning providers in the state.

- e. Convene heritage-based organizations such as farm museums, history museums and historical societies, to facilitate the sharing of best practices related to research, documentation, programming, preservation, and marketing of traditional crafts, music, and dance.
- f. Build upon the NH Arts in Health Care Conference 2013 to explore the establishment and support of an “arts in health care” network.

Objective 3. Create professional development opportunities for New Hampshire cultural organizations and artists.

Strategies

- a. Collaborate with state, regional, and national partners to offer professional development workshops, webinars, and briefings on topics of importance and relevance to nonprofit arts organizations and artists.
- b. Connect arts organizations, artists, and advocacy groups to state, regional, and national online resources through the expansion of the State Arts Council’s website.
- c. Expand the State Arts Council’s artist entrepreneurial workshop series to address the needs of artists at various points in their careers and working in a broad range of disciplines.

Objective 4. Support research that clearly demonstrates the value of the arts to New Hampshire’s quality of life.

Strategies

- a. Build upon the work of New Hampshire’s first statewide participation in the 2011 Arts and Economic Prosperity IV Study (AEP IV), conducted by Americans for the Arts (AFTA), by encouraging and facilitating the ongoing collection and analysis of data that supports the connections between arts and the economy, such as developing standard templates for data collection of audience participation and identifying partners or low-cost sources that can provide analytics.
- b. Seek private funding to support participation in a second statewide Arts in Economic Prosperity Survey when available from AFTA, and seek providers of survey models that can assess the economic impact of individual artists and for-profit businesses.
- c. Build upon the 2010 Measuring Up: New Hampshire Arts Education Data Survey by monitoring information collected by the New Hampshire Department of Education’s data systems and other sources to evaluate changes in levels of access to arts education in New Hampshire public schools.
- d. Sponsor research to learn about the status and condition of arts education in rural New Hampshire communities to better understand barriers to their participation in arts opportunities.
- e. Build upon the 2013 Arts in Health Care Survey and explore ways to promote existing research and capture new and compelling data, on the efficacies of arts in health care and make this information available to health care providers and artists working in health care settings.

GOAL 2

ARTS LEARNING

Nurture arts learning, creativity, and innovation through the arts.

Objective 1. Invest in arts learning opportunities for pre-K through high school students.

Strategies

- Fund high-quality arts learning residencies and projects that can serve as models.
- Pilot and evaluate a streamlined “arts learning to go” grant program for early learning in cooperation with New Hampshire Department of Education early education staff.
- Partner with the New Hampshire Film and Television office to expand promotion of the New Hampshire High School short film festival and promote exemplary films.

Objective 2. Promote state and local education policies that are inclusive of the arts.

Strategies

- Support the inclusion of the arts in statewide curriculum standards by working closely with the New Hampshire State Department of Education in the formulation of their voluntary standards.
- Collaborate with the nationally-based Arts Education Partnership to convene a New Hampshire statewide arts education policy forum that reviews and inventories current arts policies, identifies opportunities, and maps out future action steps with partners.
- Make presentations on the importance of integrating the arts in learning at key events, such as State School Board meetings and statewide conferences of education administrators.
- Continue to support, implement and evaluate the statewide Poetry Out Loud program for New Hampshire’s high school-aged youth.



Student participation during artist residencies in schools.

Objective 3. Provide statewide leadership in the advancement of STEAM, which integrates “arts and design” as a component of STEM (science, technology, engineering, and math) curriculum, initiatives, grants, and legislation.

Strategies

- Continue to promote STEAM (science, technology, engineering, arts, and math) with the New Hampshire State School Board and other stakeholder groups.
- Identify partnerships with science and technology institutions to advance and support the inclusion of the arts in their programs.
- Include sessions on STEAM at the State Arts Council’s Arts in Education conferences.
- Continue to identify STEAM as a target priority in arts learning grants.

Students at Sharon Arts Center



Objective 4. Work in partnership with the New Hampshire Department of Education (NHDOE) and other stakeholders to assure consistent communication and the shared delivery of services to the field.

Strategies

- Collaborate with the NHDOE to support the New Hampshire Arts Learning Network’s comprehensive communication plan that provides current information on arts education policy, extended learning opportunities, and New Hampshire’s competency-based graduation requirements that include the arts.
- Connect the New Hampshire Arts Learning Network with existing education and social service networks to help broaden inclusion of the arts in non-classroom environments (e.g. NH Children in Nature Coalition, the UNH Disabilities Institute, New Hampshire regional prevention networks, etc.).
- Connect arts leadership and faculty in higher education with the current needs of arts educators, teaching artists, and students in levels pre-K through 12.

Objective 5. Expand opportunities and resources for teaching artists and educational sites.

Strategies

- Provide professional development for teaching artists and arts educators through the State Arts Council's Arts Education Conference.
- Develop workshops for teaching artists that encourage aligning arts projects and residencies with current curriculum standards and the integration of best practices in arts learning.
- Pilot new initiatives that provide professional development and networking opportunities for teaching artists, educators, and youth, such as an in-depth week-long institute in arts education (using the HOT Schools model), and the implementation of an "arts careers fair" (based on the Colorado State University model).
- Continue to provide juried artist rosters for teaching artists and for folklife and traditional artists to connect educators and home school communities with qualified resources; work to increase the number of artists with disabilities to provide broader inclusion.
- Develop innovative activities and content for the New Hampshire Folklife website and promote it more broadly as a learning tool for in-school, homeschooled students and English as Second Language (ESL) students.
- Increase visibility of existing community-based programs that bring arts learning to underserved youth, including refugee and immigrant youth, youth with disabilities, at risk youth, children of incarcerated adults, and youth in the most rural areas of the state.

Objective 6. Expand evaluation of the State Arts Council's arts learning grants and activities in order to identify the most effective means of advancing access to arts learning in New Hampshire.

Strategies:

- Explore models of evaluation from New England state arts agencies, particularly the Youth Reach program of the Massachusetts Cultural Council.
- Continue to advance recommendations of Measuring Up, the New Hampshire Arts Education Data Project Report in order to improve access to arts learning.



Michael Wingfield leading an activity with residents at an assisted living home.

Fancy Basket by Elizabeth Charlebois



GOAL 3 ARTS INCLUSION

Foster arts engagement for diverse and underserved populations and for heritage based artistic traditions.

Objective 1. Encourage and develop arts programming that is accessible to all, especially those in geographically, economically, and socially marginalized populations.

Strategies

- Partner with NH VSA and the New Hampshire Governor's Commission on Disabilities to offer professional development and training on the Americans with Disabilities Act and current trends in meeting the needs of those with disabilities for State Arts Council staff, nonprofit organizations, and teaching artists.
- Initiate pilot funding to enable at least two major New Hampshire cultural organizations per year to deliver high quality arts programming to the most rural underserved areas of the state.
- Initiate pilot funding to enable up to two service-based organizations that work directly with immigrant and refugee populations to provide greater access to the arts to these underserved populations.
- Identify partnerships with community-based service providers that work with at-risk youth or youth with incarcerated parents, to encourage them to utilize arts engagement as a means of developing positive decision-making and social skills.
- Identify partnerships with arts organizations to provide greater access to arts activities to active duty military, National Guard, veterans, and their families, particularly to alleviate stress associated with acclimation to community life post-deployment.
- Encourage NH museums to participate in the Blue Star Museum program and promote the program broadly to military, National Guard, and their families.

Objective 2. Advance the important role the arts have in helping to create an environment conducive to healing and in providing a higher quality of life for individuals in health care settings.

Strategies

- Provide funding to health care providers including hospitals, nursing homes and rehabilitation centers for projects that engage trained artists to work directly with patients and staff.
- Seek additional private and public funding sources that can expand the reach and depth of the State Arts Council's support of arts in health care.
- Convene administrators and health care providers to share model projects and research on the efficacy of the arts in healing and the positive impact that the arts can have on mitigating serious developmental disabilities and improving end-of-life care.
- Offer convening opportunities and professional development for artists seeking to work in health care settings.
- Provide funding support for New Hampshire artists seeking to increase professional qualifications to work in health care settings.

Objective 3. Research, document, and assist in the preservation of New Hampshire's heritage-based traditional art forms.

Strategies

- Conduct fieldwork and documentation of traditional arts and artists in New Hampshire representing a broad range of cultural, ethnic, community, recreational, and occupational artistic expressions.
- Fund Traditional Arts Apprenticeship grants with master artist and apprentice teams in order to perpetuate traditional arts, provide for cross-border support; document the transmission of culture through audio and visual means, and showcase these artists' efforts to the public.
- Identify tradition bearers in underserved areas and communities of New Hampshire and the issues affecting their ability to engage fully with and preserve their traditional art forms; referring them to areas of support within the State Arts Council and other community resources.
- Utilize professional standards in the compilation and management of documentation of heritage-based traditional arts and artists and ensure the long-term stewardship and access to this material through periodic deposit at one or more public archives.

GOAL 3 ARTS INCLUSION (continued)

Barn frame loom weaving by Craig Evans



Illustration of woolen arts by Beth Krommes



Wilson Langois playing fiddle



Carolyn Parrott leading a Havenwood Heritage Heights

Objective 4. Promote deeper public understanding of and appreciation for heritage-based traditional art forms in New Hampshire and strengthen the capacity of tradition bearers and the organizations that provide public venues for heritage-based traditional arts.

Strategies

- Develop broad-reaching special projects, activities, and publications that utilize accurate research and innovative technologies and help to connect traditional artists with communities.
- Develop professional development opportunities for community-based volunteers and staff of heritage-based organizations in New Hampshire to promote new or improved programming and interpretive skills.
- Develop special projects and activities that convene and provide professional development and networking opportunities for heritage-based traditional artists in New Hampshire.

GOAL 4

ARTS AWARENESS

Raise public awareness of the value of the arts to New Hampshire's quality of life and economic well-being.



Objective 1. Communicate the value of the arts and build arts supporters.

Strategies

- Provide a longitudinal view of the impact of State Arts Council funding through various means including the agency website.
- Compile public-value stories from State Arts Council-funded grants and services and make them more broadly available through the agency website, email communications, and social media sites.
- Promote the availability of reports, case studies and other resources in the "Art Matters" portal of the agency website, as well as through targeted e-mail communications, social media, convenings, and other means.
- Increase subscriptions to the State Arts Council's email communications ([Art Starts](#) and [eOpps](#)) and social media sites ([Facebook](#) and [YouTube](#)), as well as the Department of Cultural Resources' (@NHCulture Twitter account).
- Work with community networks to establish a volunteer speaker's bureau charged with making presentations to decision-makers at the state, city, and local level, in order to affect public policy that supports the importance of the arts in economic development, education, health care, and the preservation of cultural identity.
- Build the next generation of arts advocates by partnering with higher education institutions to develop a series of presentations for students of arts disciplines that familiarizes students with the history of public funding for the arts in the United States, the respective roles of nonprofit arts organizations and for profit arts businesses, and the role of state arts agencies.
- Engage in national policy discussions and initiatives to raise awareness of the importance of heritage-based art forms to community identity and vitality, and the role that state arts agencies and nonprofit organizations can have in supporting and preserving them.

Images above, left to right: detail installation of Percent for Art commission by Ingrid Pichler, Governor's Arts Awards, detail of hooked rug by Anne Winterling, Percent for Art commission by Thomas Berger.

Objective 2. Honor and celebrate artistic excellence and contributions to the cultural life of New Hampshire through public recognition programs.

Strategies

- Honor a wide range of accomplishments by awarding Governor's Arts Awards to New Hampshire communities, organizations, artists, and young people.
- Allocate funding to enable the New Hampshire Artist and Poets Laureate to be more engaged and visible through public presentations.
- Help to promote the New Hampshire Business Committee for the Arts annual awards ceremony that honors New Hampshire businesses that support the arts.

Objective 3. Model and promote best practices in the acquisition of and stewardship of public art.

Strategies

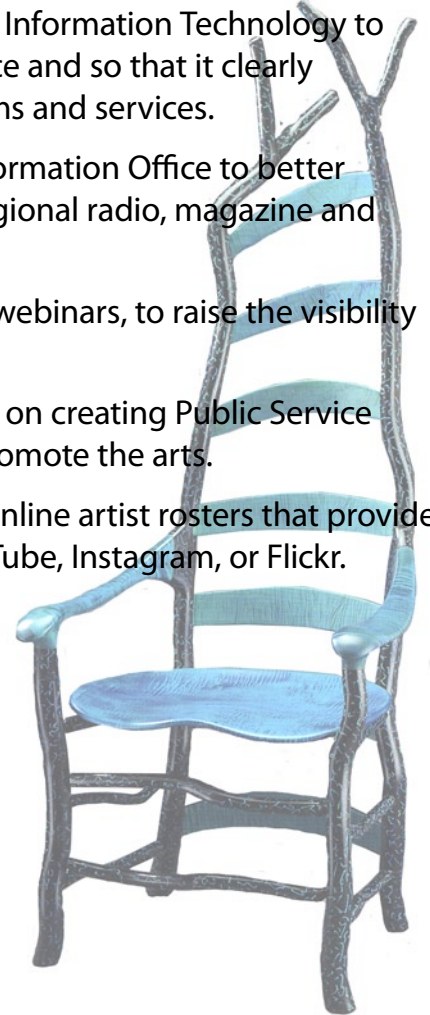
- Administer a fair and inclusive process for the selection of artwork for state-funded public buildings through New Hampshire's Percent for Art legislation.
- Enhance educational interpretation of major works in the State Art Collections, incorporating new media and technologies, to expand access to and appreciation for the arts.
- Secure resources to engage a professional photographer to document outstanding examples in the State Art Collections and create an online gallery and a map of public art sites.
- Share best practices in public art management with towns and cities in New Hampshire considering and developing public art programs to advance the important benefits of a public art program, as well as the challenges of professional stewardship.
- Explore options for artists commissioned for Percent for Art projects to engage in presenting arts education and community activities in connection with their commissions.



Objective 4. Expand public visibility of the value of the State Arts Council's programs and services.

Strategies

- Raise awareness of the value the State Arts Council brings to the state as part of the Council's 50th anniversary in 2015.
- Work in partnership with State of New Hampshire Office of Information Technology to re-design the State Arts Council website for ADA compliance and so that it clearly communicates the value of the State Arts Council's programs and services.
- Work with the Department of Cultural Resources Public Information Office to better promote State Arts Council-funded projects in local and regional radio, magazine and newspaper outlets.
- Make use of social media and other technology, including webinars, to raise the visibility of the State Arts Council and reach new audiences.
- Partner with the New Hampshire Film and Television Office on creating Public Service Announcements produced by high school students that promote the arts.
- Develop a promotional feature for the State Arts Council's online artist rosters that provides a hyperlink to artist work samples on software such as YouTube, Instagram, or Flickr.



Objective 5. Partner with the leaders in New Hampshire's tourism promotion to develop greater awareness of New Hampshire's cultural assets for visitors to the state.

Strategies

- Seek opportunities to incorporate showcases for the arts at the Boston-Manchester Regional Airport, in NH Welcome Centers, libraries, and other public venues.
- Encourage and enable NH arts and culture organizations to attend major tourism conferences.
- Work collaboratively with groups involved in the promotion of tourism (e.g. State of NH Division of Travel and Tourism, the NH Travel Council, the Campground Association, etc.) to promote culture and arts activities to visitors in their promotions and marketing.
- Provide information on the State Arts Council website that helps to promote the arts to visitors.

Above: artwork by fellowship recipients, from left to right: James Aponovich, Hideaki Miyamura, and Jon Brooks

Artist in residence working with students on clay tiles



GOAL 4 ARTS AWARENESS (continued)



Objective 6. Provide leadership in helping to shape New Hampshire's public policy in the arts.

Strategies

- Apply and enhance performance measurements of State Arts Council grants, programs, and services to illustrate the value that public investment in the arts brings to New Hampshire.
- Collaborate with the Department of Cultural Resources in the shaping of topics for the Commissioner's Roundtable meetings on cultural heritage & tourism that help to address the needs of artists and arts organizations.
- Advance policies that grow the Department and State Arts Council's budget, enabling the Arts Council to strengthen the arts, arts organizations, and artists.
- Engage the Governor-appointed Councilors to cultivate civic, business, and educational leaders to promote the inclusion of public investment in the arts in their public planning agendas.

GOAL 5 EXPAND CAPACITY

Sustain and expand the State Arts Council's capacity to serve constituents.

Objective 1. Invest in technology to strengthen the agency's grantmaking, service delivery, and other administrative functions.

Strategies

- Optimize the State Arts Council's grants management systems by streamlining application processes, utilizing online technologies, and following best practices in transparency and accountability.
- Capture enhanced performance metrics for non-grant program services through new technologies (e.g. online event software, email service provider metrics, website analytics programs, and social media metrics).
- Update and improve in-house desktop technology and training for staff.

Objective 2. Support staff capacity through professional development and advocate for increased resources.

- Continue to provide professional development opportunities for staff including funding to attend national conferences, training in new technologies, and attendance at relevant workshops.
- Assess aspects of State Arts Council special projects and communications that can be supported through part-time temporary positions and/or contracted to independent specialists.
- Work with the Commissioner's office to seek an increase in human resources at the State Arts Council in order to meet the increased needs of the state's arts community.
- Ensure smooth transitions through staffing changes, with the creation and maintenance of procedures manuals and cross-training protocols.
- Review and update State Arts Council position responsibilities and future goals during annual performance reviews and amend as needed.

Objective 3. Explore an internship program to support State Arts Council special initiatives and introduce college students to the field of arts management.

Strategies

- Research and clarify State of New Hampshire policies regarding internships, especially with regard to issues of liability, confidentiality, access to state computers, and other issues that may impact the ability to host interns.
- Identify the types of special projects and ongoing agency functions that are best suited to interns and develop appropriate internship opportunities.
- Work with area colleges and universities to promote internship programs (e.g. through the Stay Work Play New Hampshire initiative).



Objective 4. Partner with regional organizations to increase support for NH artists and arts organizations.

Strategies

- Work with our regional partner, the New England Foundation for the Arts (NEFA) to leverage NEFA's CreativeGround online portal for artist listings and the New Hampshire State Council on the Arts' juried artist rosters to provide arts presenters and New Hampshire schools with enhanced access to qualified artists.
- In collaboration with the New England state arts agencies, assess and develop regional collaborations, while engaging in the region's planned two-year evaluation of membership in the New England Foundation for the Arts (2014 to 2016).



THANK YOU

The State Arts Council thanks the many individuals who contributed to the development of this strategic plan.

For more information on individuals who participated in the process, please refer to the following reports:

- [Click here for Interview Research Report](#)
- [Click here for Survey Research Report](#)
- [Click here for Focus Group and Forum Research Report](#)



National Heritage Fellowship Award Recipient Bob McQuillen.

acknowledgements

The New Hampshire State Council on the Arts was established in 1965 as the official state arts agency with legislation (RSA 19-A) designed “to insure that the role of the arts in the life of our communities will continue to grow and play an ever more significant part in the welfare and educational experience of our citizens.” We are one of 56 state and jurisdictional arts agencies that, in partnership with the National Endowment for the Arts, expands access to and impact of the arts across the United States.

The New Hampshire State Council on the Arts is advised by a 15-member Council that is appointed by the Governor and confirmed by the Governor and Executive Council. Councilors as of 2013 are listed below. Those noted with • served on the 2014-2018 Strategic Planning Advisory Committee.

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Cultural Resources Office of Curatorial Services:

Carey Johnson, Curatorial Specialist

The New Hampshire State Council on the Arts is a
Division of the Department of Cultural Resources.

Commissioner, Van McLeod
Business Manager, Kathleen M. Stanick
Public Information Officer, Shelly Angers

Credits:

Photos included in this strategic plan are drawn
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